

30 April 1953

SURVEY REPORT

PERSONNEL PROCUREMENT DIVISION

A. Purpose and Scope

1. Working with and for the Chief, Personnel Procurement Division under the guidance of the Personnel Director the personnel procurement processes and procedures were surveyed to ascertain what immediate improvements could be effected and to recommend further action which would enable the Procurement Division to carry out its mission more effectively.

2. Special consideration given to internal and external relationships and to problems that may be caused by the proposed move. The survey was conducted by [REDACTED] with the cooperation of the entire staff and extensive assistance from [REDACTED] of the Procurement Division and [REDACTED] of the Research and Planning Staff. Reports were submitted to the Chief, Personnel Procurement Division and through him to the Personnel Director.

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B. Background Information

1. Personnel procurement has always been a problem in this Agency for the following reasons:

- a. The large number of area and program specialists required.
- b. The high degree of secrecy surrounding the purpose, functions and operations.
- c. The administrative and security restrictions required to protect against penetration or the unauthorized revelation of classified information.
- d. The time lags involved in processing new employees.

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NO CHANGE in Class. ☒

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2. The Personnel Procurement Division was established approximately two years ago in recognition of the following factors:

a. To obtain specialists in the number, caliber and type required it would be necessary to have a positive, well-organized recruitment program.

b. It would be more efficient and secure to have a group of professional recruiters rather than require the organizational units to do all their own recruiting with the inevitable confusion and duplication.

3. Personnel Procurement Division was subjected to pressure for immediate results before it could build a staff or develop sources and techniques. By the time it was geared to produce an acceptable volume a series of Agency reorganizations and administrative cut-backs created a confused situation that has not yet been clarified. In spite of these problems the Chief, Personnel Procurement Division, has built a staff that compares favorably on a qualitative basis with other Agency components. He has established a sound system of operation and has continually improved the supervision and direction of his field representatives.

C. Discussion

1. Basic Problems. Several of the serious difficulties are caused by circumstances beyond the immediate control of the Personnel Procurement Division:

a. The absence of firm policy guidance with regard to size and rate of development of the various Agency components makes it impossible to devise a procurement system and develop a staff to meet the fluctuating demands efficiently and economically.

b. The persons responsible for ultimate selection in the organizational components frequently do not have a definite idea of the qualifications they are seeking in a candidate. Consequently, it is impossible to brief the recruiters properly, and when a well qualified candidate is recommended it is difficult to get a prompt decision.

c. The efficiency of Personnel Procurement Division is impaired by security restrictions. While much of this burden is inescapable, some of the limitations seem to serve no beneficial purpose and could

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undoubtedly be removed through joint studies with I&S.

2. Requisition Inventory. Since the system for control and direction of recruiting (other than clerical) is based on the Requisition Inventory, it is particularly important that it be accurate, complete and up-to-date. This survey revealed the following inadequacies:

a. A significant (but unknown) number of authorized vacancies were not reflected. For example, under the JOT and OCS programs there is an open request for 200 persons per year with several identifiable types and a considerable range in age and grade. The inclusion of appropriate cards would almost double the total vacancies reflected in the weekly and monthly statistical reports.

b. The data on factual, essential and desirable qualifications are not always sufficient to give accurate descriptions to recruiters and interviewers.

c. The following analysis indicates that 69% of the recruitment requests have been outstanding for more than two months:

<u>Period</u>	<u>No. of Cards</u>
More than 6 months	68
5-6 months	2
4-5 months	7
3-4 months	7
2-3 months	37
1-2 months	48
Less than one month	7
Total	<u>176</u>

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d. There is an average time lag of one month between the preparation of a recruitment request and receipt of this information by the recruiters.

e. The system for cancellation is not adequate to ensure that the cards reflect current requirements.

f. There is no automatic follow-up to determine progress against outstanding recruitment requests, and the logging of applicant failures is not sufficiently precise to show how many candidates Personnel Procurement Division has recommended for specific vacancies.

3. Planning. As mentioned previously, one of the basic problems of Personnel Procurement Division is the lack of sufficient policy guidance to enable it to make adequate plans. However, efficiency could be increased by more specific operational planning based on actual experience as illustrated by the following examples:

a. The acute shortage of clerical personnel has caused more criticism of the procurement program than any other factor. The current production rate of the Clerical Recruitment Branch is only 55% of the attrition rate and Clerical Recruitment Branch is credited with only 31.7% of the total production in GS-3,4, and 5. In view of the enduring nature of this problem it would be desirable to work out a more permanent solution rather than to rely on temporary expedients.

b. More than a year ago the Agency adopted a career program which called for the employment of 200 carefully selected junior officers per year. In response to this need, Personnel Procurement Division in cooperation with the Office of Training launched a project for such recruitment through cleared consultants in colleges and universities. Substantial progress has been made in launching this project but it produced no EOD's in the Fiscal Year 1953. Realistic estimates indicate that at the present rate it cannot be counted on to produce more than 60 EOD's in FY 54 and perhaps 100 in FY 55. In the meantime, there have been only 42 EOD's under the combined JOT/OCS program to date -- and there are no definite plans to make the quota.

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c. Statistical analysis of EOD's during the first nine months of FY 53 (see Tab A) presents an interesting comparison of the sources, results and costs of the various types of recruitment. On the basis of this information it might be advisable to devise plans for a shift in emphasis and effort to capitalize on the most economical systems and the most productive markets.

4. Rate of Acceptance. Significant improvement has been made during the past year in the selection of qualified prospects but the rate of acceptance (other than clerical) is still only 25% (with a 35% attrition prior to EOD). Anything that can be done to increase the rate of acceptance would be very profitable as the major portion of the recruitment effort has been expended by the time the file has been prepared and the applicant recommenced for employment. The low acceptance rate is due in part to the following factors:

a. The requesting officer is an amateur in the field of personnel administration and frequently does not have a clear idea of the qualifications he is seeking.

b. The file does not always present enough information to enable the requesting officer to make a prompt decision.

c. The format and general appearance of the file does not tend to reflect its value and does not present the information in the best possible manner for an inexperienced reviewer.

d. Much time lost in shopping files could be saved if summary sheets were routed concurrently when more than one unit is interested in a candidate.

5. Maturity. As the Agency outgrows the stage of rapid expansion and achieves greater maturity and stability, the need for extensive recruitment will become less urgent except in the clerical, lower administrative and junior officer categories. At present 24% of all recruitment is GS-4 and 74% is below GS-8. 35% of all recruitment and 79% of the recruitment above GS-11 is credited to sources outside Personnel Procurement Division. Therefore it seems highly desirable to analyze sources and costs of recruitment to ensure that low level recruiting is carried out in the most

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economical manner and the most productive markets while high cost recruiting units concentrate on specialists.

C. Conclusions.

1. Although substantial changes have occurred, the original factors which justified the establishment of Personnel Procurement Division still prevail.

2. Circumstances beyond the immediate control of Personnel Procurement Division have prevented it from operating as efficiently and economically as would otherwise have been possible.

3. To be successful, Personnel Procurement Division must respond more effectively to Agency requirements.

4. Substantial improvement can be achieved through better planning and by strengthening operating procedures.

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- D. Recommendations. The following recommendations are offered as a result of suggestions from staff members, review of actual experience, discussions with personnel administrators and key customers, conference with the Assistant Director for Security, statistical analysis of results and evaluation of trends:
1. That steps be taken to strengthen controls and improve procedures in the following manner:
    - a. Work out a program for effective cooperation with placement officers which will ensure that approved vacancies are reported more accurately by recruitment requests.
    - b. Establish a more effective system for cancellation of recruitment requests.
    - c. Reduce the time lag between preparation of recruitment request and dissemination of information to recruiters.
    - d. Establish an automatic 30-day review of all Requisition Inventory cards to ascertain progress and required action.
    - e. Establish a better logging system for applicant files so that it will be possible to determine at any time how many prospects have been recommended for a specific vacancy.
  2. That further studies be conducted for the following purposes:
    - a. To determine what can be done to get more prompt action and a higher rate of acceptance on applicant files. Consideration should be given to improving format and possibility of concurrent distribution of summary sheets where several units may be interested in the same candidate.
    - b. In conjunction with I&S, review all security aspects of recruiting to ensure that adequate standards are being maintained and to eliminate any unnecessary restrictions that are delaying or otherwise impeding the location of prospects and the processing of applicants.
    - c. To determine what can be done to improve customer rela-

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tions. Consideration should be given: (1) to a memorandum from the highest practical authority outlining the importance of recruitment requests; (2) to establishing relationship between recruitment requests and requests for increase in ceiling or T/O; and (3) to greater use of the Requisition Inventory system for internal placement as well as outside recruitment.

- d. To determine the possibility and practicality of contracting with one or two employment agencies in Washington and New York to refer pre-screened clerical prospects. If the proposal is feasible, consideration should be given to the selection, compensation and procedures to be followed.
3. That consideration be given to an internal shift of emphasis, funds and effort within Personnel Procurement Division for the following purposes and in the following manner:
- a. To capitalize on the most economical recruiting unit and the most productive market for lower and middle level prospects by strengthening Departmental recruiting along the lines suggested in Tab B.
  - b. To clean up the backlog requirements in clerical recruiting build up a 30-day reserve and then taper off to the current requirement rate.
  - c. To remove Specialized Recruitment Branch from low-level recruiting and concentrate on specialists and special programs such as the JOT/OCS.
  - d. To carry out the above recommendations it is suggested that four officers and one clerk to be transferred on a permanent basis from Specialized Recruitment Branch to Departmental Recruitment Branch and six officers be detailed on a temporary basis from SRB to CRB. When the backlog of clerical requirements and one month reserve have been built up, the latter could be returned to SRB or reassigned according to needs at that time.

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